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**Financial Management**

**REIMBURSEMENT POLICY**

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OPR: 45 SW/FMAP (Ms Marjean M. Hull)

Certified by: 45 SW/FM  
(Lt Col Michael A. Young)

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This instruction implements AFI 65-601, Volume 1, *Budget Guidance and Procedures*. It provides the 45th Space Wing (45 SW) and its customers a broad understanding of the various policies for charging range users and base tenants. Because of the many sources of policy and guidance for charging and reimbursement, this instruction serves only as an overview of reimbursement policy. For a more in-depth understanding, refer to the instructions or directives cited.

**SUMMARY OF REVISIONS**

This document is substantially revised and must be completely reviewed. This revision replaces Chapter 4, “Use of Launch Cost Estimating Report (LCER)” with a new **Chapter 4**, “Financial Aspects of the Agreements Process”, and adds a new **Chapter 8**, “Financial Training”.

|  |          |
|--|----------|
| <b>Chapter 1—REIMBURSEMENT POLICY CODES FOR CUSTOMERS</b>  | <b>3</b> |
| 1.1. Introduction. ....  | 3        |
| 1.2. Customers by RMB and Fund Policy Code. ....   | 3        |
| <b>Chapter 2—LOCAL POLICIES AND PROCEDURES</b>   | <b>5</b> |
| 2.1. Introduction. ....  | 5        |
| 2.2. Policies and Procedures. ....   | 5        |
| Figure 2.1. Spacelift Range System Contract (SLRS) RBA Process for Fixed-Price Range Modifications. .... | 8        |
| <b>Chapter 3—CUSTOMER FUNDING</b>  | <b>9</b> |
| 3.1. Introduction. ....  | 9        |

3.2. Policy. .... 9

3.3. Responsibilities and Procedures. .... 9

**Chapter 4—FINANCIAL ASPECTS OF THE AGREEMENTS PROCESS 11**

4.1. Introduction. .... 11

4.2. Policy. .... 11

4.3. Responsibilities and Procedures. .... 11

**Chapter 5—JOB ORDER MANAGER RESPONSIBILITY 13**

5.1. Introduction. .... 13

5.2. Policy. .... 13

5.3. JOM Responsibilities And Procedures. .... 14

Figure 5.1. Job Order Manager (JOM) Interaction. .... 17

**Chapter 6—COST ESTIMATING PROCESS 18**

6.1. Introduction. .... 18

6.2. Cost Estimating Tools and Services. .... 18

6.3. Required Cost Estimates. .... 18

6.4. UDS Cost Estimating Process (see [Attachment 2](#) for flow diagram). .... 18

6.5. Cost Estimating Responsibilities by Organization or Job Title. .... 19

**Chapter 7—FIXED PRICE COMMERCIAL LAUNCH AGREEMENT 21**

7.1. Introduction. .... 21

7.2. Policy. .... 21

7.3. Fixed Price Agreement Restrictions. .... 21

7.4. Agreement. .... 21

7.5. Post-Launch Analysis. .... 22

**Chapter 8—FINANCIAL TRAINING 23**

8.1. Introduction. .... 23

8.2. Policy. .... 23

**Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION 24**

**Attachment 2—45 SW UDS ESTIMATING PROCESS 29**

## Chapter 1

### REIMBURSEMENT POLICY CODES FOR CUSTOMERS

**1.1. Introduction.** The following reimbursable codes (RMB) are assigned to each 45 SW customer. The RMBs act as the filter in the Job Order Cost Accounting System (JOCAS) to determine reimbursable costs.

#### **1.2. Customers by RMB and Fund Policy Code.**

1.2.1. RMB NR: Institutional. Tracks programs that are solely supported by 45 SW funds. There is no reimbursement. Fund policy code “A” applies.

1.2.2. RMB SE: Range Users (Government).

1.2.2.1. Air Force and Department of Defense (DoD) Components. “All Air Force and DoD components reimburse the major ranges and test facilities for direct costs as defined in DoD 7000.14-R, Financial Management Regulation, Vol. 11A, Ch 12, excluding military labor. The reimbursement charge shall include a proportional share (through appropriate rates) of equipment maintenance costs related to the use and any other costs that are a direct result of Test and Evaluation (T&E) activities. Indirect cost shall be paid by the activity’s (the Major Range and Test Facility) direct appropriations”. (Reference AFI 65-601 Volume 1, Chapter 7, paragraph 7.51.1.). Fund policy code “B” applies.

1.2.2.2. Non-DoD Federal Agencies, State and Local Government Agencies. Reimbursement charges for support provided by a Major Range and Test Facility Base (MRTFB) to a non-DoD government agency and state and local governments are determined the same way as reimbursement charges are determined for other DoD activities. (Reference DoDI 4000.19) Fund policy code “P” applies to non-DoD federal agencies. Fund policy code “N” applies to National Aeronautical and Space Administration (NASA) shuttle-related support. Fund policy code “O” applies to NASA expendable launch vehicle support. All other NASA activities are billed as though they were a DoD agency.

1.2.3. RMB SG: Range Users (Commercial).

1.2.3.1. Commercial Space Launch Activities. “Title 15 of the United States Code, section 5807, authorizes DoD to allow commercial activities to use its space related facilities provided that DoD is reimbursed for its direct costs accrued in supporting the commercial space activities. The term commercial means having private capital at risk and primary financial management responsibility for the activity residing with the private sector. Direct costs are defined as the actual costs that are associated with a commercial launch effort or other commercial space activity that would not be borne by the DoD in the absence of the commercial launch effort or other commercial activity. Such costs may include labor, material, utilities, equipment, supplies, transportation, mission-specific construction and any other resources required, consumed or damaged in providing government support or services (Reference DoD 7000.14-R, Vol. 11A, Ch 13). Fund policy code “K” applies.

1.2.3.2. Civilian Labor Supporting Commercial Space Launch Activities. Commercial space launch customers should only be charged for the following civil service labor: (a) Civilian overtime hours directly attributable to supporting commercial users; and (b) Labor hours associated

with reimbursable positions justified on the basis of direct commercial workload. (Reference AFSPC policy letter, 5 May 1995). Fund policy code “K” applies.

#### 1.2.4. RMB SE: Non Range Users.

1.2.4.1. DoD (Non-Air Force) Tenants. These are organizations receiving support from the 45 SW for convenience or economy rather than for technical range support. These tenants reimburse for direct costs incurred over and above the host’s costs before the tenant’s arrival. (Reference AFI 65-601, Vol 1, Chapter 7). Fund policy code “J” applies.

1.2.4.2. Working Capital Fund (WCF). WCF activities will reimburse for all direct costs the same as non-WCF activities. Indirect costs may not be included (Reference DoDI 4000.19, paragraph 4.6.1). The fund policy code “H” applies.

1.2.4.3. Military Family Housing (MFH) and USAF Hospital. The major operating expenses for these two entities are funded directly by DoD. Certain other costs are more conveniently financed first from 45 SW funds and then reimbursed (Reference AFI 65-601, Vol 1, Chapter 7). Fund policy code “L” applies to both organizations.

#### 1.2.5. Intraservice Relationships (Within the Air Force).

1.2.5.1. RMB SC: Non-Mission Support Tenant. Intraservice support is provided with the same quality of support the 45 SW furnishes to our own mission. Follow figure 7.1, AFI 65-601, Vol 1, Chapter 7, in assigning intraservice host and tenant funding responsibilities. Reference the specific host-tenant agreement for any services not covered by figure 7.1. Fund policy code “C” applies for Air Force tenant units.

1.2.5.2. RMB SD: Mission Support Tenant. When an Air Force tenant is located on or near the host base mainly to support the host command’s units, the host base budgets, funds and provides for tenant requirements except for civilian pay, military and civilian suggestion cash awards and temporary duty travel (TDY) (Reference AFI 65-601, Vol 1, Chapter 7). Fund policy code “D” applies to mission support tenants.

#### 1.2.6. Departments and Agencies Outside of the Federal Government.

1.2.6.1. RMB SF: Non-Federal Government Agencies and Non-Space Launch Commercial Users. These agencies reimburse the wing for both direct and indirect costs. Guidance is provided in DoD 7000.14-R, Volume 11A, Reimbursable Operations Policy and Procedures. Fund policy code “F” applies.

1.2.6.2. Foreign Military Sales (FMS) Customers. FMS customers reimburse the wing in accordance with DoD 7000.14-R, Volume 15, Chapter 8, and Security Assistance Policy and Procedures. Reimbursement is in accordance with the requirements of each case, related to country-to-country agreement(s) as applicable. Fund policy code “G” applies.

#### 1.2.7. Miscellaneous Agencies and Non-appropriated Funded (NAF) Activities.

1.2.7.1. RMB SM: Services-Self Sustaining. Reimbursement policy for service activities is found in AFI 34-209 Non-appropriated Fund Financial Management and Accounting and DoD Instruction 7000.12, Financial Management of MWR Activities. Fund policy code “M” applies.

1.2.7.2. Miscellaneous Agency/Activity. These activities reimburse the wing for all direct costs to include military labor (Reference AFI 65-601, Vol 1, Chapter 7). Fund policy code “I” applies.

## Chapter 2

### LOCAL POLICIES AND PROCEDURES

**2.1. Introduction.** Local policies and procedures have been developed to implement DoD directives and Air Force instructions. The following local policies are not all-inclusive and supplemental guidance may be issued as needs arise.

#### **2.2. Policies and Procedures.**

2.2.1. Cancellation Policy. When the 45 SW secures resources to support a DoD or NASA customer's requirements and the customer subsequently cancels that requirement, the DoD or NASA customer is responsible for paying aborts and cancellation costs to the extent that we cannot divert those resources to another funded use. This policy currently does not apply to commercial customers. Department of Defense Directive 7000.14R, Financial Management Regulation, Volume 11A, Chapter 12 contains specific guidance.

2.2.2. Customer Advocacy Process. The primary financial contact between customers and the 45 SW is the Job Order Manager (JOM). All routine financial matters will be handled on this level. If a financial matter surfaces that cannot be handled by the JOM and their organizational chain of command, 45 SW/FMAP will ensure resolution; phone number is (321) 494-4839, DSN: 854-4839 or e-mail <mailto:45sw.fmap@patrick.af.mil>.

2.2.3. Working Capital Fund (WCF). Although support is provided locally by these organizations, they are not part of 45 SW; therefore, support provided cannot be charged to a 45 SW Job Order Number (JON). Customers should check with WCF organizations to set up separate funding arrangements. The following local organizations are now operating under WCF guidelines:

2.2.3.1. Defense Automated Printing Service (DAPS), Phone: (321) 494-6178

2.2.3.2. Defense Commissary Agency (DeCA), Phone: (321) 494-5841

2.2.3.3. Defense Reutilization and Marketing Organization (DRMO), Phone: (321) 853-2245

2.2.4. Deficit Job Order Number Write Off. JOMs must make every attempt to obtain funding from customers to cover current and prior year deficits. If that is not possible the following guidance prevails. The 45 SW will write off the deficit if:

2.2.4.1. The deficit is due to erroneous billing, the amount is less than \$100 and direct budget authority is available.

2.2.4.2. The deficit is due to charges coming in after the JON has been closed and is under \$100 and direct budget authority is available.

2.2.4.3. If the deficits are for less than three years old (current year plus two prior), the following guidance prevails. The 45 SW will write off the deficit if:

2.2.4.3.1. Direct budget authority is available and deficit is less than \$500.

2.2.4.3.2. Deficits over \$500 will be handled on a case-by-case basis.

2.2.5. Documents Obligating Reimbursable Funds. All obligation documents generating costs against reimbursable JONs (examples, but not inclusive: AF Form 9, Request for Purchase, project orders,

military interdepartmental purchase requests, miscellaneous obligation/reimbursement documents, travel requests, AF Form 332, CE Work Order, or equivalent purchase orders or requests) must be coordinated with the applicable JOM, RA and CCM prior to submitting the documents to 45 SW/FM and/or DFAS to ensure that customer funds are available.

2.2.6. Establishment of Job Order Numbers. JONs required for new range programs are requested through 45 SW/XP. JONs required for new Host-Tenant agreements are requested through the Logistics Readiness Flight (45 LRF). A requirement for a JON for an on-going program is processed through the customer's current JOM. The information in paragraphs 2.2.6.1. through 2.2.6.16. is required by 45 SW/FMAP <mailto:45sw.fmap@patrick.af.mil>, with a courtesy copy to 45 SW/FMAS <mailto:45sw.fmas@patrick.af.mil>.

2.2.6.1. Name of Customer.

2.2.6.2. Billing Address of Customer.

2.2.6.3. Name of Program.

2.2.6.4. Fixed Price Launch (Yes or No).

2.2.6.5. Work/Mission Covered by JON.

2.2.6.6. Proposed JON Title.

2.2.6.7. Proposed JON Number.

2.2.6.8. State if Work is New or Continuing.

2.2.6.9. Form of Funding.

2.2.6.10. Agreement or Contract Number.

2.2.6.11. JOM's Name.

2.2.6.12. JOM's Office Symbol.

2.2.6.13. JOM's Phone Number.

2.2.6.14. JOM's Cost Center.

2.2.6.15. JOM's Program Element Code.

2.2.6.16. Range Scheduling Required (Yes/No)

2.2.7. Estimates of Costs. 45 SW estimates of reimbursable costs are based on user-stated, as well as, 45 SW requirements (for example, range safety, environmental management) using the best available data and cost projection factors. Estimates are intended for use in programming and budgeting by both the wing and customer. Estimates are subject to periodic revisions as user's requirements change, become more definitive, or costs of labor and material change. Estimates by fiscal year are provided by the JOM to customers in writing before 45 SW-provided services commence. The JOM will coordinate with customers to ensure program scope and estimates agree. See **Chapter 5** of this instruction for more detail.

2.2.8. Full up-front funding is required from the customers, unless an agreement is in place for another funding arrangement. The estimate provided in the Statement of Capability (SC) or other agreement will serve as an initial estimate. Adjustments to the initial estimate or funding will be made in accordance with the financial terms and conditions outlined in the Universal Documentation Sys-

tem (UDS) or other agreement. The group commander or staff agency who has JOM responsibility will provide the customer with an annual estimate and will obtain from the customer a funding document for that amount at the beginning of the fiscal year or 30 days prior to the start of the program.

2.2.9. Institutional Job Order Numbers. All work done and material consumed in support of a program having an institutional JON must be recorded to that JON.

2.2.10. Propellants and Missile Fuels. Propellants and missile fuels cannot be obtained using a 45 SW JON. Customers who need these commodities must arrange funding through the DoD supplier, Defense Energy Support Center - Missile Fuels Directorate (DESC-M), Lackland AFB (formerly Kelly AFB), TX 78236-9828 or phone (210) 925-4455; DSN 925-4455 or through an approved commercial source.

2.2.11. Range Reimbursable Civilian Labor Costs. 45 SW civilian employees are to charge their time to a customer's JON when they are actually performing work on that customer's behalf. This procedure applies to all range mission-specific customers; i.e., DoD, NASA. Civilian labor hours in support of commercial launch customers may be charged to that customer's RBA JON if an RBA employee performs the work or if the work is performed in overtime. Other civilian labor should be charged to the commercial launch customer's related DBA JON.

2.2.12. Reimbursable Civilian Positions. A group or staff agency that wants to fill a reimbursable civilian position must demonstrate its ability to earn reimbursements, or must obtain a written guarantee of funding from the customer.

2.2.13. Research for Erroneous Charges. Contractors and functionals are not required to research current disputed and/or erroneous charges under \$25. Disputes and/or erroneous charges over \$25 will be researched and corrected as necessary. If a charge under \$25 is determined to be erroneous and non-recurring it will be written off if direct budget authority is available.

2.2.13.1. Financial Process for SLSRC Contract with SMC. JOM acquires funding from their range customer, sends the funding document to FMAS for certification and processing into JOCAS. (This is normally accomplished at the beginning of each fiscal year, when you receive customer funding for the individual JONs).

2.2.13.2. JOM sends a MIPR or Project Order to SMC for their customer citing JON, CSN and Sales Code as well as dollar amount.

2.2.13.3. After MIPR or Project Order is certified by SMC, the JOM will send a copy of the document to FMAS for their files.

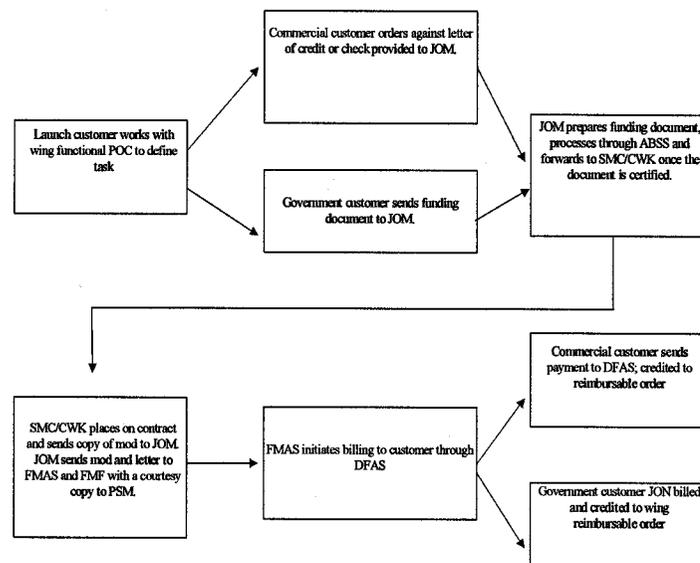
2.2.13.4. When the copy of the contract change is received by the JOM from SMC, the JOM is to prepare a letter stating JON, CSN, RC/CC, EEIC, FY and dollar amount that is to be billed to the customer. A copy of the contract change and the letter is sent to FMAS for billing purposes. The JOM then needs to verify obligations in the Accounting System at the OPLOC and deobligate any excess funds.

2.2.13.5. JOMs should periodically review their Direct Budget Authority and Reimbursable Budget Authority to ensure that duplicate transactions do not flow through the accounting systems from SMC. Failure to do so may cause duplicate billings to occur.

2.2.13.6. FMAS will track the transactions (based on the information provided by the JOMs) from the inception of the funding document to SMC to the billing process. This is done to ensure the wing does not lose reimbursements from their range customers.

2.2.14. Spacelift Range System Contract (SLRSC) Engineering Products Funding. It is HQ AFSPC policy that the launch base space wings will use reimbursement funding for fixed price engineering tasks on the SLRSC for both government and commercial customers. This process will require close coordination among SMC/CW, wing SLRSC focal points, JOMs and their customers. Figure 1 provides a summary of the process. (HQ AFSPC/FM letter, 1 April 2002)

**Figure 2.1. Spacelift Range System Contract (SLRS) RBA Process for Fixed-Price Range Modifications.**



2.2.15. Wing Transient Unit Financial Manager. All JOM duties for transient units deployed to the 45 SW will be provided by a Wing Transient Financial Manager located in 45 SW/FM. Duties will include attending site survey meetings, and providing financial requirements, updates and guidance to the transient customers and the wing organizations that are providing support.

2.2.16. Work Stoppage. The 45 SW Commander may decide to cease work on any customer program that goes deficit. Advanced written deficit notices from 45 SW/FM to the JOM, RA, group commander and customer, in accordance with Financial Management Board procedures, will be accomplished before this option is considered. This paragraph does not apply to disapproval of reimbursable funding documents for specific customer work when the JON is deficit.

## Chapter 3

### CUSTOMER FUNDING

**3.1. Introduction.** This chapter prescribes policies, responsibilities and procedures to finance reimbursable Job Order Numbers. It implements AFI 65-601 and applies to 45 SW activities that perform reimbursable services or process funding and related documents.

#### **3.2. Policy.**

3.2.1. The customer must notify 45 SW in advance of work to be done in order to permit orderly planning, programming, budgeting and funding.

3.2.2. The JOM notifies the customer of the JON assigned to track their work and the dollar estimate of the support to be provided in ample time to permit the customer to budget for or reprogram existing funds. The customer must put the JON on all funding documents.

3.2.3. No 45 SW effort, other than that associated with advanced planning and policy negotiations on workload and acceptance, will be done prior to receipt and acceptance of funding authorization except for those emergency or unusual requirements approved by the 45th SW Commander (Reference 45 SWI 25-202).

#### **3.3. Responsibilities and Procedures.**

3.3.1. All group commanders and staff agencies will promulgate policies and procedures to manage and control consumption of customer funds.

3.3.2. 45 SW/FM will provide guidance on the use of customer funds to ensure compliance with applicable laws, policies and regulatory requirements.

3.3.3. 45 SW/FMAS will:

3.3.3.1. Review, accept and record reimbursable customer funding documents. NOTE: Funding documents must contain the following statement: "This order is placed per 41 U.S.C. 23 and Department of Defense Instruction 7220.1" to be accepted as a project order.

3.3.3.2. Send copies of accepted customer funding documents to DFAS Orlando and the JOM, who then provides copies to the customer.

3.3.3.3. Withdraw funding or carry forward prior year funds based on request from the JOM.

3.3.3.4. Close the funding document as requested by the JOM when there is reasonable assurance that no pipeline costs exist.

3.3.3.5. Maintain the Job Order Master List (JOML) and update as required.

3.3.3.6. Open, change and close JONs as requested by JOMs.

3.3.4. 45 SW/FMAP will:

3.3.4.1. Notify the JOM by e-mail with a courtesy copy to the RA if costs in a JON exceed available funding.

3.3.4.2. If costs exceed available funding for over 30 days, FMAP will officially notify the JOM via a deficit letter, with a courtesy copy to the deficit unit's squadron commander and RA.

3.3.4.3. After the JON is deficit for 60 days and no action has been taken to clear the deficit, will notify the squadron commander, with a courtesy copy to the JOM and RA.

3.3.4.4. After 90 days, will notify the squadron commander that the squadron's Direct Budget Authority (DBA) funds will be used to offset the deficit, with a courtesy copy to the group commander, RA and JOM.

3.3.5. DFAS will:

3.3.5.1. Maintain the record of accepted customer funding documents.

3.3.5.2. Process bills to reimbursable customers using data provided by JOCAS that is maintained and operated by 45 SW/FMAS.

3.3.5.3. Respond to customer billing inquiries.

## Chapter 4

### FINANCIAL ASPECTS OF THE AGREEMENTS PROCESS

**4.1. Introduction.** This chapter states the duties of those responsible for the financial integrity of the 45 SW support agreements program. Instructions provided herein are designed to comply with 45 SWI 25-203, 45<sup>th</sup> Space Wing Agreements Program. For range users, this is provided for through the Universal Documentation System (UDS) IAW 45 SWI 99-101, Mission Program Documents.

**4.2. Policy.** It is the policy of the 45 SW that payment for reimbursable work is received prior to that work being accomplished.

#### **4.3. Responsibilities and Procedures.**

4.3.1. 45 SW/FM is responsible for the annual budget review of support agreements (Reference AFI 25-201, Section 5.4.1.). This review is to ensure accurate reimbursement estimates are included in the wing financial plan.

4.3.2. The annual budget review of support agreements is worked through the JOM, not directly through FM. The JOM's responsibilities and the cost estimating process are presented in [Chapter 5](#) and [Chapter 6](#) of this instruction.

4.3.3. The financial aspects of support agreements include deciding on the amount of reimbursable resources that are needed to furnish the support stated in the agreement and estimating the value of those resources. This process is accomplished through the coordinated efforts of the following:

4.3.3.1. Customer (Support Receiver).

4.3.3.2. Support Agreement Manager (SAM).

4.3.3.3. Functional Area Agreements Coordinator (FAAC).

4.3.3.4. Resource Advisor (RA).

4.3.3.5. Job Order Manager (JOM).

4.3.3.6. 45 SW/FM - Comptroller.

4.3.4. The customer provides support requirements to the SAM.

4.3.5. The SAM requests review of the agreement and development of estimates from the FAAC.

4.3.6. The FAAC develops an annual reimbursable estimate by Job Order Number (JON), Cost Center (RC/CC) and Element of Expense (EEIC) by ensuring that the agreement or working sheets:

4.3.6.1. Clearly state what support the customer is requesting.

4.3.6.2. State the unit of measure that is being applied.

4.3.6.3. State the estimated cost per unit.

4.3.6.4. State how many times (frequency) or how much (quantity) per year the unit is required.

4.3.7. The JOM:

4.3.7.1. Reviews/validates estimates, and ensures initial or updated cost estimates are entered into the Automated Cost Estimating System (ACES).

4.3.7.2. Prepares an annual estimate for the customer and obtains their concurrence.

4.3.8. The Comptroller (45 SW/FM):

4.3.8.1. Determines the reimbursement policy pertinent to each agreement in accordance with applicable directives.

4.3.8.2. Reviews agreements and proposed changes/revisions for compliance with applicable fiscal directives.

4.3.8.3. Assists the FAAC in developing the methodology for estimating costs if requested.

4.3.8.4. Validates the cost estimates provided by the FAAC and completes block 7 of the DD Form 1144, Support Agreement (usually Attachment 1 serves as block 7 of DD Form 1144).

4.3.8.5. Ensures that the reimbursable estimates are included in the 45 SW budget.

4.3.8.6. Assists the SAM in providing support agreements training.

## Chapter 5

### JOB ORDER MANAGER RESPONSIBILITY

**5.1. Introduction.** This chapter describes the responsibilities of the Job Order Manager (JOM) and procedures for managing Job Order Numbers (JON). Supplemental guidance should be issued as required for group-specific requirements.

#### 5.2. Policy.

5.2.1. The JOM is the financial interface between 45 SW and the wing customers. All financial information relating to customer funding, programmatic changes affecting costs, inquiries concerning possible mischarges or questions concerning financial procedures must go through the JOM. There is a 45 SW employee assigned as a JOM for each JON established in accordance with the following process:

5.2.1.1. XP requests JON management responsibility be assigned--at group level--for new workloads being processed through the UDS. 45 LRF requests JON management responsibility be assigned for support agreements and "one-time" or "short-term" requirements. 45 SW/FMAP makes all other JON management assignments to include reassignment.

5.2.1.2. XP assumes JOM responsibility during wing planning phase.

5.2.1.3. Responsibility for JON management is assigned by FMAP to a group or wing staff office in writing. The message will clearly state the criteria used to determine selection. JON management assignments will be made based on consideration of the criteria listed below:

5.2.1.3.1. JONs processed through UDS and launch-related JONs are assigned to 45 OG.

5.2.1.3.2. Functional area in which the majority of the customer's workload is expected to occur.

5.2.1.3.3. Functional area whose mission is most similar to that of the customer's mission.

5.2.1.3.4. Functional area already having JON management responsibility for that customer.

5.2.1.4. Upon receipt of a JON management responsibility letter, the group commander or wing staff agency chief either appoints in writing (letter or email to <mailto:45sw.fmap@patrick.af.mil>) an individual to serve as JOM, or if the group commander or wing staff agency chief considers JON management responsibility to be misdirected, submits a written protest to XP or 45 SW/FM, as appropriate, within five working days of receipt of the JON management assignment. The letter or e-mail must state the reason for considering the JON management responsibility to be misdirected.

5.2.1.5. If a decision cannot be agreed upon by the appropriate group or wing staff element to accept a JON management responsibility, then the Financial Working Group (FWG) will resolve the impasse. If the FWG cannot resolve the assignment, final resolution will come from the Financial Management Board (FMB).

5.2.1.6. If the JOM appointment is transferred from one individual to another within the same organization, the group commander or wing staff agency chief must notify 45 SW/FM in writing (letter or e-mail to <mailto:45sw.fmap@patrick.af.mil>) and provide the new JOM's name, office symbol and telephone number within five working days of the transfer.

5.2.1.7. When the assigned organization believes JON management responsibility should be transferred to another organization, the commander or chief of the responsible organization should send a letter or e-mail to 45 SW/FM stating the reason for the request of reassignment.

5.2.1.8. 45 SW/FM must respond in writing to the group commander or wing staff agency chief within five working days of receipt of the request to transfer responsibility stating whether a change in the assignment is being made or the assignment will remain "as is" and the reason. If a change is to be made, 45 SW/FM will also submit a JON management assignment request to the gaining group or wing staff element. JON assignment disputes will be resolved according to paragraphs [5.2.1.4.](#) and [5.2.1.5.](#)

5.2.1.9. When the JOM appointment transfers from one individual to another, responsibility for all issues related to past, present and future business of that JON are assumed by the new appointee. The losing JOM must provide the gaining JOM with all files, points of contacts and other related information to enable the gaining JOM to perform their duty.

5.2.1.10. Deficit JONs or JONs not funded to the current year estimate will not normally be transferred from one organization to another. The FWG or FMB may determine that a transfer (with appropriate Direct Budget Authority (DBA) reprogramming from the organization losing the JON) is in the best interests of the 45 SW.

### **5.3. JOM Responsibilities And Procedures.**

5.3.1. The JOM is responsible for opening and closing JONs. See [Chapter 2](#), para [2.2.6.](#) of this instruction for the process.

5.3.2. The JOM is responsible for maintaining files documenting the JON by:

5.3.2.1. Establishing a continuity file for each JON assigned by fiscal year. 45 SW/FMAP recommends a six-part folder so that it can contain the following required information:

5.3.2.1.1. Job Order Authorization - document certified by 45 SW/FMAS signifying the opening of the JON.

5.3.2.1.2. Customer financial and functional/technical point of contact information.

5.3.2.1.3. Acceptance copy of funding documents.

5.3.2.1.4. Annual and all other official estimates provided to customer and changes thereto.

5.3.2.1.5. Most current monthly report from the AF standard cost accounting system and any other reports established for 45 SW or range user (for example, SF 1080, Voucher for Transfers Between Appropriations and/or Funds, summaries, BQ select, etc.).

5.3.2.1.6. Financial documents sent to other bases or ranges to execute the customer's requirements.

5.3.2.1.7. Correspondence pertinent to the JON (i.e., budget calls, requests for funding, issue discussion/resolution).

5.3.2.1.8. Support Agreement, Base Support Plan, or Commercial Space Operations Support Agreement (CSOSA) as applicable.

5.3.2.1.9. Request from customer to close the JON and confirmation of the closure.

5.3.3. The JOM is ultimately responsible for providing an estimate for their JONs by:

5.3.3.1. Requesting customer annual requirements for the new fiscal year no later than June of the current fiscal year.

5.3.3.2. Obtaining annual cost estimates based on customer requirements for the new fiscal year no later than July of the current fiscal year.

5.3.3.3. Reviewing and validating all cost estimates to assure they are complete and reasonable, and working through the program offices and cost centers to make any corrections.

5.3.3.4. Ensuring estimates are input into the 45 SW Automated Cost Estimating System (ACES). This system will apply the known labor rates, inflation indices and provide a printout showing the cost of support for that fiscal year.

5.3.3.5. Providing the annual estimate for the next fiscal year to the customer for approval no later than August of the current fiscal year.

5.3.3.6. Revalidating estimates in ACES for the following purposes:

5.3.3.6.1. Revalidation of current fiscal year plus outyear requirements for financial plan submission.

5.3.3.6.2. Revising estimates as user requirements change, become more definitive, or cost of labor and material changes.

5.3.3.6.3. Reducing estimated costs in ACES to actual reimbursable costs if the JON is closed in "Z" status and all known and anticipated reimbursements have been received. If the JON is to remain in "Z" status, all out year estimates in ACES are to be removed.

5.3.3.6.4. Comparing actual costs against estimated costs, taking into consideration performance indicators, to determine accuracy of estimates and making adjustments to the estimates if necessary.

5.3.3.6.5. Validating and ensuring updates of JON estimates are included in agreements as part of the annual budget review of support agreements.

5.3.3.6.6. Determining that a lack of estimates or poor estimates are a significant or continuing problem in a particular cost center and that such estimates (or lack of) jeopardize the JON (and therefore group/wing) funding. When efforts to resolve the problem at the JOM level have proven unsuccessful, the JOM will elevate the problem through their chain of command for resolution.

5.3.4. The JOM is responsible for obtaining funding from the customer for the full amount of the annual estimate at the beginning of each fiscal year or 30 days prior to the start of the program unless the funding agreement provides other financial terms and conditions.

5.3.4.1. Reimbursable JONs may be funded by one of the following:

5.3.4.1.1. AF Form 185, Project Order.

5.3.4.1.2. DD Form 448, Military Inter-Departmental Purchase Request (MIPR).

5.3.4.1.3. AF Form 406, Miscellaneous Obligation/Reimbursement Document (MORD).

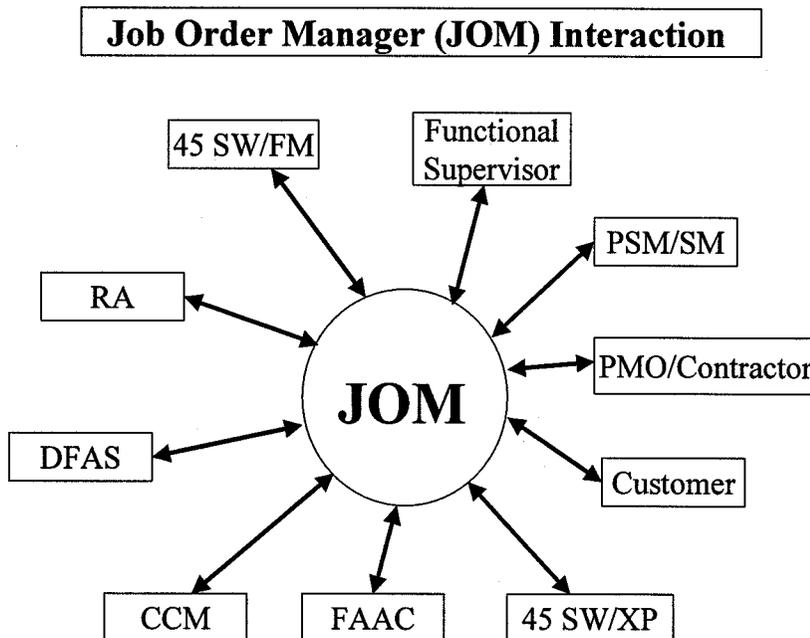
- 5.3.4.1.4. Purchase Order/Request from other government agencies or commercial companies.
  - 5.3.4.1.5. DD Form 1149, Requisition and Invoice/Shipping Document.
  - 5.3.4.1.6. Check (cash).
  - 5.3.4.1.7. Letter of Credit or Surety Bond.
  - 5.3.4.1.8. AF Form 616, Fund Cite Authorization (FCA), is not an acceptable document to fund a reimbursable JON and will not be accepted. According to DFAS-DER 7010-1, General Accounting and Finance Systems at Base Level, AF Form 616 is a commitment document for direct fund authority, not an obligation document to be used in reimbursable accounting.
- 5.3.4.2. Changes to the basic documents will be done by amendment.
- 5.3.5. The JOM is responsible for notifying customers of appropriate information that must appear on their funding documents. All funding documents are to be sent to the JOM who will initial the document and forward to 45 SW/FMAS.
- 5.3.5.1. Funding documents should contain the following information:
    - 5.3.5.1.1. Funding document number.
    - 5.3.5.1.2. Identifying JON.
    - 5.3.5.1.3. Funds expiration date.
    - 5.3.5.1.4. Project completion date.
    - 5.3.5.1.5. Accounting appropriation.
    - 5.3.5.1.6. Signature of customer authorizing obligation of funds.
    - 5.3.5.1.7. Customer point of contact and phone number.
    - 5.3.5.1.8. Wing point of contact and phone number.
    - 5.3.5.1.9. UDS reference document (for example, PRD 8020), 45 SW agreement number and/or title of the program/project.
- 5.3.6. The JOM is responsible for managing obligations and expenses to ensure adequate funding by:
- 5.3.6.1. Notifying and coordinating as necessary with 45 SW program management (contract program management offices, PSMs, etc.) and taking immediate action to obtain additional funding through appropriate channels from the customer if a JON is deficit, or considered to be prematurely low based on historical or projected and scheduled performance indicators.
  - 5.3.6.2. Acting as focal point between the wing and the customer for questions related to assigned JONs.
  - 5.3.6.3. Managing expenses utilizing the best information available, including the reports available from the Air Force standard cost accounting system and the contractor information systems. These reports reflect both current month and year to date expenses by cost center.
  - 5.3.6.4. Manage customer supply accounts, that are funded separately from the JON, when applicable. Supplies purchased through these accounts are billed by DFAS directly to the customer and

are not reimbursable through the JON. The JOM needs to ensure that supply charges from these accounts do not appear in their JON.

5.3.6.5. Request in writing, corrections for erroneous contractor charges, to the appropriate program office responsible for that contract or as delegated. The letter or e-mail must include the JON, cost center, the element of expense, the hours and dollar value, fiscal year and where the charge should be applied, if known. If the erroneous charge has been identified in an Air Force cost center, the JOM contacts the cost center manager and provides the same information. JOM and customer coordination is essential if the charge is moved to a different reimbursable JON. Any problems incurred by the JOM and their chain of command in obtaining coordination will be resolved by 45 SW/FMAP.

5.3.7. Notify 45 SW/FMAP and 45 SW/FMAS, in writing, of all administrative changes when they occur. For example, changes in JOM, office symbol or telephone number.

**Figure 5.1. Job Order Manager (JOM) Interaction.**



## Chapter 6

### COST ESTIMATING PROCESS

**6.1. Introduction.** Cost estimating is the process for maximizing and controlling the use of resources through planning and budgeting.

#### **6.2. Cost Estimating Tools and Services.**

6.2.1. Tools. The quality of an estimate depends on the estimator's technical, programmatic and financial knowledge, training, skills and imagination, combined with the use of DoD, Air Force and 45 SW Policies and Directives and computerized financial tools provided by the Comptroller Financial Information System (CFIS).

6.2.2. The 45 SW Training, Programs & Policy Section (45 SW/FMAP) can assist with locating specific cost data and in reviewing cost estimates. The estimator may also need to work with other 45 SW organizations (i.e. JOMs, PSMs, FAACs, SMs, etc.) to obtain cost estimating information.

#### **6.3. Required Cost Estimates.**

6.3.1. Cost estimates linked to the Universal Documentation System (UDS):

6.3.1.1. Statement of Capability (SC) Estimate. This estimate addresses customer and range requirements that may not be completely defined or are only known in general terms.

6.3.1.2. Program Support Plan (PSP) Estimate. Includes cost estimates for implementing detailed customer requirements, 45 SW policies, directives and the Range Safety Operations Requirements (RSOR).

6.3.1.3. Operations Directive (OD) Estimate. Includes final cost estimates for implementing customer requirements, 45 SW policies, directives and the Range Safety Operations Requirements (RSOR).

6.3.2. Fiscal Year Cost Estimates for Reimbursable JONs. Initial fiscal year cost estimates must be provided for each reimbursable JON based on customer-supplied requirements. JOMs accomplish this by distributing a call for estimates to Cost Center Managers (CCMs). JOMs do this for each reimbursable JON they manage. As new or revised customer requirements are identified throughout the fiscal year, the estimates should be identified to the customer and be entered into ACES as soon as possible.

6.3.3. Support Agreements. See **Chapter 4** of this instruction.

6.3.4. SLRSC. See **Chapter 2**, para **2.2.14**, and Figure 1.

#### **6.4. UDS Cost Estimating Process (see Attachment 2 for flow diagram).**

6.4.1. The UDS cost estimating process begins when a customer deposits funds with the 45 SW for the specific purpose of having a PI reviewed and a Statement of Capability (SC) prepared. XP responds by designating a Spaceport Manager (SM), JOM and requesting a JON be established for the program. The SM schedules a formal PI review meeting, which includes a PI call for an estimate.

6.4.2. XP makes distribution of the PI to functional managers, and requests technical and cost inputs prior to the PI review meeting.

6.4.3. CCMs review the PI (UDS) call for estimate to resolve any questions about requirements with XP and to incorporate 45 SW requirements. They then estimate the cost of providing the required support to customers. CCMs collect, consolidate and review their cost estimates prior to forwarding them to XP.

6.4.4. XP reviews and consolidates PI (UDS) cost estimates, received from CCMs, into a total cost estimate. This is done to evaluate the estimates for completeness and validity. Any questions arising from this review are resolved by XP in coordination with the appropriate CCM.

6.4.5. XP presents the baseline estimate to the customer as part of the SC for customer approval to proceed with the program. If approved, XP must resolve any program deficits with the customer and have the program JON funded per the SC funding agreement prior commencement or continuation of work by the 45 SW.

## **6.5. Cost Estimating Responsibilities by Organization or Job Title.**

### **6.5.1. 45 SW/FM:**

6.5.1.1. Responsible for coordinating cost estimating policy and procedures and developing cost estimating tools as part of the Comptroller Financial Information System.

6.5.1.2. Develops and/or updates quarterly labor rates that are applied to labor hour estimates.

### **6.5.2. 45 SW/XP:**

6.5.2.1. Reviews and evaluates all new program requests, appoints a SM and JOM from XP to manage the program through the UDS SC stage, requests establishment of a program JON and enters the PI baseline estimate in CFIS.

6.5.2.2. Requests designation of a Program Support Manager (PSM) and JOM from 45 OG; and once SC funding agreement is completed, transitions JOM responsibility to 45 OG JOM (see Para [5.2.1.9.](#)), and makes available all documentation relating to the program.

### **6.5.3. Program Support Manager (PSM):**

6.5.3.1. May assist the JOM in coordinating with the customer on any changes, as defined in the SC funding agreement, to the program cost estimate.

6.5.3.2. Informs JOMs, CCMs, RAs and commanders (when appropriate) in a timely manner when program changes are agreed to between the wing and the customer that may impact program funding or support requirements.

### **6.5.4. Cost Center Manager (CCM):**

6.5.4.1. Estimates costs or hours required to provide support that meets the requirements specified by calls for estimate.

6.5.4.2. Forwards cost center estimates and/or changes to cost estimates to RA for review.

### **6.5.5. JOM:**

6.5.5.1. Ensures UDS cost estimates are input into ACES. The PRD estimate is entered when the PSM advises the JOM that the customer and 45 SW have agreed to the PSP and provides them with a copy of the PRD estimate. The OR/OD estimate update is processed in the same manner.

6.5.5.2. Ensures cost estimates are input into ACES for new or revised program cost estimates.

6.5.5.3. Prepares and distributes fiscal year calls for estimates for all reimbursable program JONs they are assigned to manage.

6.5.5.4. Reviews and validates estimates. At a minimum, JOMs should compare estimates to requirements and actual expenses of previous years and notify their customer, PSM and CCMs when significant variances are found.

6.5.5.5. Ensures annual, programmatic and updated (as required) cost estimates are input into ACES for each reimbursable JON assigned.

## Chapter 7

### FIXED PRICE COMMERCIAL LAUNCH AGREEMENT

**7.1. Introduction.** The 45 SW initiated fixed price launch agreements to provide commercial launch customers a fast convenient method of contracting for 45 SW launch services. Fixed price launches are billed for a contracted amount within the next monthly billing period after the launch.

#### 7.2. Policy.

7.2.1. Although the JONs related to fixed price launches are tracked and billed differently through JOCAS than for an actual cost JON, the roles and processes for requesting and assigning JONs, estimating and verifying the costs and entering the estimates in ACES remain virtually the same.

7.2.2. JOMs should refer primarily to [Chapter 5](#) and [Chapter 6](#) of this instruction for responsibilities and processes.

7.2.3. 45 SW/FMAP will distribute a call for estimate letter at least three months prior to the launch date. As an aid to estimators, a launch cost estimate based on inflated actual costs of similar launches will be attached.

7.2.4. Range and customer-required launch services are estimated by 45 SW cost center managers and program management offices that provide launch support. Customer launch requirements are specified in the customer's program requirements document (PRD). Range requirements are launch-derived requirements imposed by 45 SW. Refer to [Chapter 6](#) of this instruction.

7.2.5. Fixed price estimates without an explanation of variance from historical costs may be adjusted at the discretion of 45 SW/FM, with notification to the JOM.

7.2.6. Scrub costs are based on the average cost of a scrub by vehicle type and are supplied by the cost center managers and program management offices.

7.2.7. The final fixed price agreement has two cost items to be agreed upon by the contracting parties; the launch service charge and the charge for each scrub.

#### 7.3. Fixed Price Agreement Restrictions.

7.3.1. Customer requirements may be excluded from the contract. The customer may choose to contract an excluded service directly with the supplying organization.

7.3.2. A launch postponement that occurs prior to 6 hours from launch time is declared a launch delay. A launch postponement that occurs within 6 hours or less from launch time is declared a launch scrub. The customer pays a contracted amount for a scrub, but they are not charged separately for delays.

7.3.3. Customer requirements not included in the PRD or estimated in the fixed price agreement but provided by 45 SW will be identified by the PSM to the JOM and billed separately to the customer's JON.

**7.4. Agreement.** The final agreement price is determined by 45 SW/FM and the agreement is prepared and signed by XP, acting for the wing commander. It is then forwarded to the customer for signature at least 30 days prior to launch, but preferable as soon as possible after the PRD is available.

**7.5. Post-Launch Analysis.** The third billing period after a fixed-price launch, 45 SW/FM will provide an analysis to the RAs comparing actual costs with fixed price. The wing commander will be briefed monthly through the fixed price metric charts that measure the actual costs of launches against the fixed price billed and track the timeliness of providing the agreements.

## Chapter 8

### FINANCIAL TRAINING

**8.1. Introduction.** It is the responsibility of the JOM, the RA, the JOM's supervisor and 45 SW/FM to ensure JOMs are adequately trained to perform their mission. As such, 45 SW/FMAP has implemented a training program for all JOMs. The following policy applies to this training program.

#### **8.2. Policy.**

8.2.1. Upon notification of JOM appointment, 45 SW/FMAP will provide initial training to the JOM. This training will be accomplished within 30 days of appointment.

8.2.2. Initial training will consist of a review of the JOM responsibilities, 45 SWI 65-601, basic analysis and training on all computer applications necessary to accomplish the JOM responsibilities.

8.2.3. 45 SW/FMAP will schedule ongoing and refresher training for all JOMs. This training will cover all aspects of JOM responsibilities. Training will be held both in a classroom forum and on a one-on-one basis as needed. Trainees will obtain their supervisor's approval prior to registering for training.

8.2.4. In order to ensure that JOMs are sufficiently trained to fulfill their responsibilities, it is appropriate for JOMs to attend at least ten hours of relevant financial training per fiscal year. Hours from the training can be applied towards the JOM's total Continuing Professional Education goal of 80 hours of training every two years, with at least 20 hours of training each year, per the SAF/FM guidelines for the professional development of financial management personnel.

J. GREGORY PAVLOVICH, Brigadier General, USAF  
Commander

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

Title 15 United States Code, section 5807, *Commercial Space Competitiveness*

Title 49 United States Code, sections 70101-70119, *Commercial Space Launch Activities*

DoDD 3200.11, *Major Range and Test Facility Base (MRTFB)*

DoDD 3230.3, *DOD Support for Commercial Space Launch Activities*

DoDI 4000.19, *Interservice and Intragovernmental Support*

DoDI 7000.12, *Financial Management of MWR Activities*

DoD 7000.14-R, Volume 11A, *DoD Financial Management Policy and Procedures (Reimbursable Operations Policy and Procedures)*

DoD 7000.14-R, Volume 15, *DoD Financial Management Policy and Procedures (Security Assistance Policy and Procedures)*

DFAS-DER 7010.1, *General Accounting and Finance Systems at Base Level*

AFI 25-201, *Support Agreements Procedures*

AFI 34-209, *Non-appropriated Fund Financial Management and Accounting*

AFI 65-601, Volume 1, *Budget Guidance and Procedures*

45 SWI, 25-202, *Acceptance of New Workloads*

45 SWI 25-203, *45 SW Agreements Program*

45 SWI 99-101, *45 SW Mission Program Documents*

***Abbreviations and Acronyms***

**ACES**—Automated Cost Estimating System

**AFI**—Air Force Instruction

**CCM**—Cost Center Manager

**CFIS**—Comptroller Financial Information System

**CSLA**—Commercial Space Launch Act

**CSOSA**—Commercial Space Operations Support Agreement

**DAPS**—Defense Automated Printing Service

**DBA**—Direct Budget Authority

**DeCA**—Defense Commissary Agency

**DoD**—Department of Defense

**DoDD**—Department of Defense Directive

**DoDI**—Department of Defense Instruction  
**DRMO**—Defense Reutilization and Marketing Organization  
**EEIC**—Element of Expense  
**FAAC**—Functional Area Agreements Coordinator  
**FMB**—Financial Management Board  
**FWG**—Financial Working Group  
**FMS**—Foreign Military Sales  
**JOA**—Job Order Authorization  
**JOCAS**—Job Order Cost Accounting System  
**JOM**—Job Order Manager  
**JOML**—Job Order Master List  
**JON**—Job Order Number  
**LAN**—Local Area Network  
**XP**—45 SW Plans and Programs Office  
**MFH**—Military Family Housing  
**MRTFB**—Major Range and Test Facility Base  
**MWR**—Morale Welfare and Recreation  
**NAF**—Non-Appropriated Funds  
**NASA**—National Aeronautical and Space Administration  
**OR**—Operations Requirements  
**PI**—Program Introduction  
**PRD**—Program Requirements Document  
**PSM**—Program Support Manager  
**PSP**—Program Support Plan  
**RA**—Resource Advisor  
**RBA**—Reimbursable Budget Authority  
**RC/CC**—Resource Center/Cost Center  
**RMB**—Reimbursable Code  
**RSOR**—Range Safety Operations Requirements  
**SAM**—Support Agreements Manager  
**SC**—Statement of Capability  
**SLRSC**—Spacelift Range System Contract

**SM**—Spaceport Manager

**T&E**—Test and Evaluation

**UDS**—Universal Documentation System

**WCF**—Working Capital Fund

*Terms*

**Automated Cost Estimating System (ACES)**—A component of CFIS by which Job Order Managers (JOMs) can input estimates developed from user requirements.

**Comptroller Financial Information System (CFIS)**—CFIS is an acronym given to a group of financial information computer programs. Although these programs are constantly being updated or replaced, CFIS remains the overall title for programs making up the financial information system. Some of the applications now included in CFIS are: JOCAS, Job Order Display System (JODS), Automated Cost Estimating System (ACES) and the Comptroller's Code Book.

**Cost Center**—A six-digit code identifying a 45 SW organization.

**Cost Center Manager**—An individual, usually appointed by the commander of a squadron or staff agency, who is responsible for the funds spent within the cost center for which the individual is responsible. They report to the squadron resource advisor.

**Defense Finance and Accounting Service (DFAS)**—DFAS is the DoD-wide accounting service.

**Direct Costs**—Costs that can be identified to a specific program or customer. Direct costs are charged to the customer based upon either actual costs or a standard rate (see Unit Service Charge).

**Functional Area Agreements Coordinator**—Reviews agreements to assess reimbursement requirements within a functional area.

**Funding Agreement**—A document signed and agreed to by the group commander who has JOM responsibilities and a representative of the receiver who is authorized to commit funds that states the total annual estimated cost of support.

**Funding Document**—A specific funding order issued for expenditure of supplies, equipment, the manufacture of materials, or other work or services.

**Fund Policy Codes**—One digit alpha codes used in the cost accounting system to identify the type of customer with the appropriate charging policy.

**Job Order Cost Accounting System (JOCAS)**—The system used by 45 SW to record and accumulate costs by job order number (JON).

**Job Order Master List (JOML)**—Program available in the Comptroller Financial Information System (CFIS) that includes JONs, JON titles, fund policy codes, JOM names, office symbols and phone numbers. It is used to identify by JON both reimbursable and nonreimbursable customers who receive goods or services from 45 SW.

**Job Order Manager (JOM)**—JOMs are 45 SW employees who are assigned to manage the use of 45 SW funds to fulfill customer requirements and request requirements and funding from the customer to 45 SW for their specific Job Order Number.

**Job Order Number (JON)**—An eight digit alpha-numeric code issued by 45 SW to track reimbursable

costs to be billed to tenant activities and range customers. JONs are also used by 45 SW to track selected institutional (nonreimbursable) costs by program.

**Operations Directive (OD)**—The Operations Directive is the last document of the Universal Documentation System (UDS). It details the who, what and how the 45 SW will provide customer support during a launch, test, or other main support event of a customers program.

**Operations Requirements (OR)**—One of the Universal Documentation System (UDS) documents. The OR is the customer's most detailed requirements document stating final customer requirements and instructions. In response to this document the government agency prepares the Operations Directive (OD).

**Program Introduction (PI)**—The PI is the first document in the Universal Documentation System (UDS). The PI is the UDS initial statement of program support requirements and is the official document prepared by the user to introduce a new workload.

**Program Requirements Document (PRD)**—A Universal Documentation System (UDS) document prepared by the customer. This is the second UDS document presented by the customer. It is used to detail customer requirements.

**Program Support Manager (PSM)**—The 45 SW employee who serves as the customer's primary point of contact for program management issues from the time the Statement of Capability (SC) is accepted to program termination.

**Program Support Plan (PSP)**—This is the official wing response to the Program Requirements Document.

**Range Safety Operations Requirements (RSOR)**—This document states the range safety requirements that must be complied with to permit and support a program on the Eastern Range (ER).

**Reimbursements**—Funds paid by a customer for goods or services supplied by the 45 SW, who has expended institutional funds on the customer's behalf.

**Requesting Organization**—Any organization that requests support; also referred to as receiver, user, customer or tenant.

**Resource Advisor (RA)**—The group, staff agency or squadron working level financial expert. This person is responsible for advising the Group Commander on the management and execution of financial resources, and consolidating all group, staff agency or squadron inputs and forwarding them to the Comptroller (FM) for various financial plans, budget execution reviews and unfunded requirements justifications. The RA is also the representative of the group commander, staff agency chief or squadron commander for Direct Budget Authority (DBA) and Reimbursable Budget Authority (RBA). The RA also assists cost center resource advisors and JOMs within their group, staff agency or squadron.

**Spaceport Manager (SM)**—An XP employee responsible for program management of a specific program in the exploratory or introductory phase. A single point of contact for furnishing support to a 45 SW customer until a Statement of Capability (SC) or letter of support is issued.

**Statement of Capability (SC)**—The SC is the Universal Documentation System (UDS) response to a Program Introduction document and is the 45 SW's expression of capability to support and accept a new workload.

**Supplier**—The organization that provides and manages the support to the receiver.

**Support Agreements**—Written agreements between the 45 SW and customers used to establish requirements, relationships and reimbursement arrangements; included are range use, joint operating procedures, base support, interservice and intraservice support and memoranda of agreement/understanding. The primary office of responsibility is XP.

**Support Agreements Manager**—The individual having primary responsibility for developing and maintaining support agreements.

**Universal Documentation System (UDS)**—This is the approved methodology for presenting a program on a MRTFB. The universal part of UDS means that all MRTFBs use the same program documentation system. Documents making up the UDS are the Program Introduction (PI), Statement of Capability (SC), Program Requirements Document (PRD), Program Support Plan (PSP), Operations Requirements (OR) and Operations Directive (OD).

**Work Order Number (WON)**—The lowest accounting level available in CFIS for tracking work on a contract.

**Working Capital Fund (WCF)**—WCF activities sell goods and services to a wide range of customers, including DoD operating forces, Air Force activities, other US government activities and foreign military sales customers.

Attachment 2

45 SW UDS ESTIMATING PROCESS

Figure A2.1. 45 SW UDS Estimating Process.

 **45 SW UDS ESTIMATING PROCESS** 

